

BEFORE THE
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

ANNUAL COMPLIANCE REVIEW, 2020

Docket No. ACR2020

RESPONSES OF THE UNITED STATES POSTAL SERVICE TO
QUESTIONS 1-10 OF CHAIRMAN'S INFORMATION REQUEST NO. 23

The United States Postal Service hereby provides its responses to the above-listed questions of Chairman's Information Request No. 23, issued on March 4, 2021.

Each question is stated verbatim and followed by the response.

Respectfully submitted,

UNITED STATES POSTAL SERVICE

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1. Observers have noted increasing delays in unloading mail at postal facilities in 2020.¹ Please explain whether the Postal Service has identified an increase in such delays and, if so, whether these delays and disruptions are reflected in any Customer Experience (CX) survey results. In the response, please identify any connections between the survey results and delays or disruptions and provide supporting quantitative data if available.

RESPONSE:

Customers can unload mail either at the Business Mail Entry Unit (BMEU) or the mail processing facility via appointments made through the Facility Access & Shipment Tracking (FAST) system. The Postal Service acknowledges that customers experienced longer wait times to unload mail during the holiday season; however, the Postal Service is unable to quantify these wait times.

The BMEU survey measures the experience and satisfaction of customers who present mail via the BMEU. The Postal Service conducted an analysis of this survey by using text analytics. This qualitative analysis showed that wait time during the last month of Q1 FY21 (i.e., December 2020) was a pain point for customers. However, the Postal Service could not identify where the wait time issues occurred because customers did not indicate in their comments where they dropped off their mail (i.e., at the retail BMEU or the mail processing facility).

¹ See, e.g., Ellie Rushing, *Thousands of delayed packages are piled up at Pa. Postal Service facilities: 'You're not gonna get your Christmas presents,'* The Philadelphia Inquirer, Dec. 18, 2020; available at: <https://www.inquirer.com/business/usps-package-tracking-delays-philadelphia-christmas-2020-20201218.html>; Leo Raymond, *Lack of Information Continues About Delays at USPS Facilities*, Mailer Hub, Dec. 9, 2020; available at: https://www.mailershuh.com/index.php?option=com_dailyplanetblog&view=entry&year=2020&month=12&day=08&id=85:lack-of-information-continues-about-delays-at-usps-facilities.

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2. The Business Mail Entry Unit (BMEU) survey measures business customers' overall satisfaction with their experience at BMEUs. *FY 2020 Annual Report* at 37. Some bulk mailers have a third party service provider transport the mail to BMEUs. Please explain whether and how the BMEU survey measures the customer experience of bulk mailers, third party service providers who drop off mail at BMEUs, or both. If the Postal Service does not measure customer experience of third party service providers who drop off mail at BMEUs, please explain why.

RESPONSE:

The Postal Service does not distinguish who drops off mail at BMEUs and does not specifically measure the customer experience of third-party service providers. The BMEU survey is an event-driven survey that measures a customer's level of satisfaction with their Business Mail Entry Unit.² After a commercial mailer produces and finalizes a postage statement at a BMEU location, a survey invitation is sent to the customer's email address on file in PostalOne! (the system used for the business mail acceptance and induction processes).

² The BMEU overall satisfaction (OSAT) question is, "Overall, how satisfied were you with your experience at the Business Mail Entry Unit (BMEU)?"

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3. The following requests relate to the pandemic's impact on customer experience.
- a. Please explain whether and how the Postal Service identified and resolved pandemic-specific chokepoints related to customer experience during the pandemic. If the Postal Service did not identify and resolve pandemic-specific chokepoints related to customer experience during the pandemic, please explain why.
 - b. Please explain whether and how the Postal Service measured the impact of pandemic-related chokepoints on customer experience using CX surveys or other CX metrics. Please provide supporting quantitative data if available. If the Postal Service did not measure the impact of pandemic-related chokepoints on customer experience, please explain why.
 - c. Please explain whether and how the Postal Service provided notice and information to customers and stakeholders about changes resulting from pandemic-related chokepoints. In the response, please:
 - i. Provide specific examples of how the Postal Service communicated these changes to customers and stakeholders.
 - ii. Explain how the Postal Service provided this notice and information specifically to customers who vote by mail or send or receive prescription drugs using the mail.
 - d. Please explain whether and how the Postal Service followed up with customers after they provided feedback and expressed pandemic-related concerns. If the Postal Service did not follow up with customers, please explain why.
 - e. Please explain how the pandemic impacted FY 2020 CX survey results, and describe any CX trends the Postal Service identified when reviewing results received during the pandemic. In the response, please provide examples of how these trends, CX survey results, or related customer feedback caused the Postal Service to change or reevaluate its operations or policies to improve customer experience.

RESPONSE:

- a. The Postal Service used text analytics on customer comments provided in response to its CX surveys to identify key themes related to the COVID-19

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Pandemic. The major themes that were uncovered included concerns about social distancing and customer safety. Concurrently, the Postal Service adopted safety procedures for both employees and customers in response to recommendations by the Center for Disease Control and Prevention (CDC), including by:

- providing masks and personal protective equipment (PPE) to all employees;
- placing markings on the floor to maintain six feet of social distancing;
- limiting the number of customers in retail facilities to no more than 10 at a time;
- installing cough and sneeze barriers at all retail counters; and
- adding other cleaning and safety precautions.

- b. At the beginning of the COVID-19 Pandemic, the Postal Service began to monitor all seven CX surveys on a daily basis and identify themes by searching for words and phrases related to the COVID-19 Pandemic. This led the Postal Service to create a daily COVID-19 insight report which showed daily CX satisfaction scores across the Postal Service's primary touch points with customers.
- c. The Postal Service established a dedicated COVID-19 Command Response team that focused on employee and customer safety in conjunction with

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operational and business continuity.³ At the beginning of the COVID-19 Pandemic, the Customer Care Center (CCC) team worked with teams throughout the Postal Service, including the COVID-19 Command Response team, to implement proactive messaging in the Interactive Voice Response (IVR) system, addressing the Postal Service's COVID-19 response. A new menu option about mail delivery delays was added to the IVR system so that customers could indicate whether they experienced 1-2 days of no delivery or 3+ days of no delivery. Each customer's ZIP Code was also recorded and included in a daily report. The CCC produces and shares this report with the Postal Service's Operations team regarding customer reports of no mail delivery.

Additionally, the CCC team created and maintained the Frequently Asked Questions (FAQs) webpage to help residential and business customers find up-to-date information as they navigated the uncertainty of the COVID-19 Pandemic. The FAQ topics that were updated included: Hold Mail, Change of Address, Business Mail, and International Shipments. The Postal Service also created a COVID-19 website that provided information regarding the status of Post Office closings and mail delivery delays for consumers, small businesses, and business mailers.

³ See <https://about.usps.com/newsroom/statements/usps-statement-on-coronavirus.htm>.

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Moreover, the Postal Service conducted extensive outreach efforts to ensure that elections officials were prepared to effectively use the mail for the 2020 election cycle. The Postal Service developed a comprehensive strategy for educating the voting public directly regarding the use of the mail to vote, including a new Election Mail website (available at <https://about.usps.com/what/government-services/election-mail/>) that contained clear and comprehensive information for election officials and the public.

The Postal Service also continuously reviews pharmaceutical package service performance, and it works closely with mail-order prescription mailers to correct any issues that may arise as a result of current service conditions.

For its employees, the Postal Service created a COVID-19 resource page on the Postal Service's intranet site which consolidated articles, videos, and other communications to ensure employees have the latest information and guidance. A cadence of employee standup talks and organizational updates were communicated daily, or as needed, providing additional resources to ensure the safety and security of the Postal Service's employees.

- d. For responses provided in the CX surveys, the Postal Service does not follow up with customers. However, the Postal Service did address customers' pandemic-related concerns through other means such as:

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- If customers contacted the Postal Service via 1-800-ASK-USPS (the Customer Care Center), then a Care Center agent could address and resolve any of their concerns on the call, including any pandemic-related concerns.
 - If a customer created a case (via a Care Center agent or “Email Us” on USPS.com), then a Postal Service representative from a local Post Office would follow up with the customer about their concerns, including any pandemic-related concerns.
- e. CX satisfaction scores increased at the beginning of the COVID-19 Pandemic and started to decrease in the summer of 2020. As mentioned in 3C above, the Postal Service implemented Proactive Messaging in the Interactive Voice Response (IVR) system for customers calling the Care Center and on USPS.com. Customers were directed to visit the newly created COVID-19 website⁴ on USPS.com where they were provided with numerous self-help resources, including Frequently Asked Questions (FAQs) that were regularly updated to help residential and business customers find up-to-date information. Additionally, the Postal Service’s Operations team received and continues to receive daily reports of locations where customers report no mail delivery.

⁴ See <https://about.usps.com/newsroom/covid-19/>.

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4. In FY 2020, the Delivery survey asked separate questions to measure customer experience with packages.⁵ Please explain whether the Postal Service has identified reasons for customer dissatisfaction with package delivery using the Delivery survey or other CX metrics. In the response, please describe reasons for customer dissatisfaction with package delivery, as well as the Postal Service's plans and timelines to address those concerns. If the Postal Service has not identified reasons for customer dissatisfaction with package delivery, please explain whether and how the Postal Service intends to do so in FY 2021.

RESPONSE:

At the beginning of FY 2021, the Postal Service conducted an analysis of customer comments in the Delivery survey, which identified the core operational components of delivering mail and packages On Time and to the Correct Address as the strongest drivers of overall satisfaction. These drivers are consistent with analysis completed in prior years and with other operational data that shows that customers want deliveries On Time and to the Correct Address. These results are not unique to FY 2020, and the Postal Service continues to put measures in place that improve service for both mail and packages. A description of the Postal Service's plans to improve the results for each of its customer experience surveys in FY 2021 are detailed on pages 44-54 of the Postal Service's FY 2020 Annual Compliance Report.

⁵ United States Postal Service FY 2020 Annual Compliance Report, December 29, 2020, at 43.

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5. A survey from the Pew Research Center conducted from March 24, 2020 through March 29, 2020 found that 91 percent of Americans have a favorable view of the Postal Service.⁶ Please explain whether the Postal Service uses a similar metric (internal or external) to measure public opinion or approval of the Postal Service.
- a. If the Postal Service measures public opinion or approval, please:
 - i. Describe the metric and identify the applicable question(s) on each CX survey.
 - ii. Provide all results for each metric and CX survey question since April 2020 disaggregated by month. If the Postal Service is unable to disaggregate the results by month, please explain why and provide the data disaggregated by an alternative time period. If an alternative time period is used, please explain the reasons for selecting that time period.
 - b. If the Postal Service does not measure public opinion or approval of the Postal Service, please explain why, and describe any plans to do so in FY 2021.

RESPONSE:

- a. The Postal Service does not measure public opinion or approval.
- b. Instead of measuring public opinion or approval of the Postal Service, the Postal Service measures overall customer satisfaction (OSAT) and customers' agreement with the statement that USPS "makes me feel like a valued customer." Customers also have opportunities to leave comments in the survey that detail their experience with the Postal Service. By identifying themes and sentiment from these comments (using text analytics) and analyzing scores, the

⁶ Pew Research Center, *Public Holds Broadly Favorable Views of Many Federal Agencies, Including CDC and HHS*, April 9, 2020, at 5; available at: <https://www.pewresearch.org/politics/2020/04/09/public-holds-broadly-favorable-views-of-many-federal-agencies-including-cdc-and-hhs/>.

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Postal Service can identify actionable insights to improve the experience for customers at various touch points.

The Postal Service does not intend to measure public opinion or approval in FY 2021.

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6. Mailers, stakeholders, and the general public have had increasing concerns with low service performance results during FY 2020.⁷ There have also been concerns with the Postal Service's communication with mailers, stakeholders, and the general public about Postal Service initiatives and actions to resolve customer concerns.⁸
- a. Please describe any plans to conduct a public relations, media, or outreach campaign to respond these concerns expressed by mailers, stakeholders, and the general public. If the Postal Service plans to conduct such a campaign, please:
 - i. Explain whether the public relations, media, or outreach campaign will be being handled within the Postal Service or by an outside media organization.
 - ii. If the campaign will be handled by an outside media organization, please provide the name of that organization.
 - b. If the Postal Service does not plan to conduct a public relations, media, or outreach campaign to respond to these concerns, please describe all efforts made and actions taken to combat negative public perception of the Postal Service that developed during FY 2020.

RESPONSE:

- a.
 - i. Currently, the Postal Service does not have plans to conduct an outreach media campaign related to the concerns presented in this question.
 - ii. Not applicable.

⁷ See, e.g., Emily Badger, Quoc Trung Bui and Margot Sanger-Katz, *The Postal Service Survived the Election. But It Was Crushed by Holiday Packages.*, January 19, 2021; available at: <https://www.nytimes.com/interactive/2021/01/19/upshot/postal-service-survived-election-but-crushed-by-holidays.html?searchResultPosition=5>.

⁸ See United States Postal Service, Office of Inspector General, Report No. 21-014-R21, Deployment of Operational Changes, November 6, 2020, at 2.

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- b. The Postal Service has mechanisms in place to continually update and address the concerns of all stakeholders including mailers and the general public. Amid the historic volumes of mail in a year with unprecedented challenges given the COVID-19 Pandemic and increased holiday mail volumes, the Postal Service worked collaboratively with the unions and management associations to address their issues and concerns. Additionally, the Postal Service communicated with stakeholders through such means as Service Alerts, industry calls, informed delivery, alert service banners, congressional outreach, fact sheets, press releases, and the usps.com newsroom. Through the USPS.com newsroom, the Postal Service provided its stakeholders and the public with updates and weekly press releases containing information about the Postal Service's latest service performance results.

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7. The Postal Service measures employee engagement using the Postal Pulse survey and evaluates progress using the Survey Response Rate. *FY 2020 Annual Report* at 42.
- a. Please provide a copy of the Postal Pulse survey administered in FY 2020.
 - b. Please explain how the Postal Pulse survey was administered during FY 2020 (e.g., on site, on-the-clock implementation). In the response, please specify whether the surveys were distributed by mail, email, or both.
 - c. Please describe the methodology for calculating the Survey Response Rate. In the response, please provide for FY 2020 the number of surveys sent and the adjusted number of employees who responded to the survey.
 - d. Please provide a table listing the FY 2020 mean scores for each item on the survey (including Item 0 on overall satisfaction).

RESPONSE:

- a.

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THE POSTAL PULSE

SURVEY INSTRUCTIONS

Please carefully follow the steps below when completing this survey.

- Use only a blue or black ink pen that does not blot the paper
- Make solid marks inside the response boxes
- Do not make other marks on the survey

EXAMPLE
RIGHT WAY WRONG WAY
▼ ▼
☒ ☒

Please complete your survey at your workplace in order to receive time on-the-clock to take the survey.

START HERE Begin the survey by answering the following question regarding your level of satisfaction with the Postal Service as a place to work.		Extremely Dissatisfied	1	2	3	4	5	Extremely Satisfied	Don't Know
0.	On a five-point scale, where 5 means extremely satisfied and 1 means extremely dissatisfied, how satisfied are you with the Postal Service as a place to work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On a five-point scale, where 5 means strongly agree and 1 means strongly disagree, please rate your level of agreement with the following items.		Strongly Disagree	1	2	3	4	5	Strongly Agree	Don't Know/ Does Not Apply
1.	I know what is expected of me at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	I have the materials and equipment I need to do my work right.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	At work, I have the opportunity to do what I do best every day.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.	In the last seven days, I have received recognition or praise for doing good work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.	My supervisor, or someone at work, seems to care about me as a person.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.	There is someone at work who encourages my development.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.	At work, my opinions seem to count.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.	The mission or purpose of my company makes me feel my job is important.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	My fellow employees are committed to doing quality work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	I have a best friend at work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	In the last six months, someone at work has talked to me about my progress.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	This last year, I have had opportunities at work to learn and grow.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	My immediate supervisor has recently spent one-on-one time with me to discuss my workplace needs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please describe any positive changes you've seen on your work team. <i>Please see the enclosed FAQs for information on how comments are reported.</i>									
<div style="border: 1px solid black; height: 40px; width: 100%;"></div>									
THANK YOU for your participation! Please mail your completed survey to Gallup no later than Friday, September 4, 2020, using the postage-paid business reply envelope provided.									

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Q4 FY0

- b. Postal Pulse 7 was administered from August 4, 2020 through September 4, 2020. Non-Bargaining employees received the survey link via email on August 4, 2020. For those employees who had not yet responded, reminder emails with

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survey links were sent weekly during the fielding period, as well as on the final day, September 4, 2020. The distribution of Postal Pulse surveys for Bargaining Unit employees included: a paper survey provided at the work unit, a paper survey sent to the employees' home address, the ability to participate via a survey link on the LiteBlue platform, and an invitation via Outlook (in case the employee had a postal email account). All employees were invited to respond to the survey on-the-clock.

- c. The Postal Service's calculated the response rate as follows: the total number of survey participants who answered at least one Q12 question item (Q01-Q12) within the engagement survey was divided by the total eligible population. This methodology yielded these numbers and percentages:

Number of survey participants – 197,102

Total eligible population (surveys deployed) – 595,576

Response rate (rounded) – 33 percent

- d.

Survey Item	Postal Pulse 7 Mean Score
Q00. Overall Satisfaction	3.48
Q01. Know What's Expected	4.26
Q02. Materials and Equipment	3.54
Q03. Opportunity to Do Best	3.74
Q04. Recognition	2.83
Q05. Cares About Me	3.41

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Q06. Development	3.01
Q07. Opinions Count	2.85
Q08. Mission/Purpose	3.60
Q09. Committed to Quality	3.43
Q10. Best Friend	3.04
Q11. Progress	2.73
Q12. Learn and Grow	3.04
C01. Supervisor One-on-one Time	2.73

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8. Some companies use the Employee Net Promoter Score (eNPS) to measure employee engagement by asking employees, "On a scale of 0 to 10, how likely is it that you would recommend this company as a place to work?"⁹ Please explain whether and how the Postal Service uses the eNPS or a similar metric to evaluate whether employees would recommend the Postal Service as a place to work.
- a. If the Postal Service uses the eNPS or similar metric, please:
 - i. Describe the metric and identify the applicable question(s) on each CX survey.
 - ii. If the Postal Service uses a platform or program for measuring and analyzing eNPS results, provide the name of the platform.
 - iii. Provide FY 2020 results. If the Postal Service is able to disaggregate the results by month or fiscal quarter, please provide the disaggregated results as well as the results aggregated for FY 2020 as a whole.
 - iv. Describe any lessons learned as well as changes or initiatives implemented in response to results or feedback from the eNPS or a similar metric.
 - e. If the Postal Service does not use the eNPS or a similar metric, please explain why.

RESPONSE:

- a. The Postal Service does not use the eNPS or similar metric to evaluate whether employees would recommend the Postal Service as a place to work.
- b. The Postal Service contracts with Gallup, Inc. to measure employee engagement and Gallup uses its own proprietary questions for this purpose. The eNPS is not among those questions, and the Postal Service relies on the expertise of its own

⁹ CultureIQ, *The Employee Net Promoter Score: The what, the why, the how*, September 30, 2020; available at: <https://cultureiq.com/blog/employee-net-promoter-score/>.

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judgment and supplier to determine the optimal questions to ask. No need to pose any such eNPS question has been identified.

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9. In the *FY 2020 Annual Report*, the Postal Service states, “employees in mid-level leadership roles were provided with additional training throughout FY 2020 that focused on developing relationships based on the elements of engagement.” *FY 2020 Annual Report* at 43.
- a. Please describe this additional training in detail and provide examples of how this training resulted in increased employee engagement.
 - b. Please describe all other training initiatives implemented in FY 2020 to improve employee engagement. In the response, please provide examples of how these training initiatives resulted in increased employee engagement.

RESPONSE:

- a. The additional training provided to employees in mid-level leadership roles covered how effectively to use the Next-Level Connection tool. This tool consists of an intentional one-on-one conversation between a leader and a direct report. The purpose of the conversation is to assess and address the presence of the twelve elements of engagement in the direct report's work environment. If deficiencies are revealed, the conversation should shift to identify the collaborative steps that can be taken to remedy the unmet engagement needs of the direct report.
- Gallup's analysis of Postal Pulse 7 data shows a strong correlation between supportive conversations taking place between the manager and the direct report, and the overall level of engagement of the employee. Employees who strongly agreed that they recently had a one-on-one conversation about their workplace needs with their immediate supervisor had an 89 percent higher

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GrandMean score than employees who strongly disagreed with the statement.

(4.49 GrandMean compared to 2.37 GrandMean.)

- b. The Employee Engagement Team continued to facilitate two employee engagement courses: "Creating an Engaging Workplace at USPS" for Non-Bargaining employees and "Engagement Matters" for Bargaining Unit leadership positions. The Employee Engagement Team's final FY 2020 tallies for engagement trainings were as follows: 1,408 participants in "Creating an Engaging Workplace at USPS" and 1,060 participants in "Engagement Matters." These engagement courses cover how intentionally to focus on behaviors that create an engaging workplace. The "Creating an Engaging Workplace" course evaluation includes a question asking participants whether they believe that they can apply what they have learned. The FY 2020 average response was 4.66 on a scale of 1 to 5, with 4 representing "agree" and 5 representing "strongly agree." FY 2020 presented a unique challenge with regard to training: namely, how to continue engagement classes in a virtual environment after March 2020, when in-person classroom training was constrained. The Employee Engagement Team tailored its engagement classes to the new virtual interface.

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- 10.** Employee empowerment refers to a “management philosophy that emphasizes the importance of allowing employees to make independent decisions and act on them.”¹⁰ Please explain whether and how the Postal Service empowers employees in the workplace, such as through training and entrusting employees to make decisions and act as advocates for customers.

RESPONSE:

The Employee Engagement process strives to help leaders and teams incorporate the twelve elements of engagement into their work environments. Through this process, it is believed that employees will become more involved in, committed to and enthusiastic about their role with the Postal Service. Ideally, for example, this engagement process will better allow employees, where appropriate, to make independent decisions and to act as advocates for customers.

¹⁰ BambooHR, *Employee Empowerment*, An HR Glossary for HR Terms (accessed March 2, 2021); available at: <https://www.bamboohr.com/hr-glossary/employee-empowerment/>.